

**Perth and Smiths Falls District Hospital**

Board of Directors Meeting  
Tuesday, September 27, 2022  
Via Videoconference @ 7:30 a.m.

---

PRESENT: *G. Church, Chair*, K. Clupp, M. Cohen, K. Fair, J. Hewitt, B. Hirst, Dr. W. Hollis, Dr. A. Kuchinad, S. Pankow, Dr. M. Roberts, K. Weekes, M. Quigg, D. Thomson, Dr. Morell, A. Thomlinson and E. McPherson

REGRETS: L. Drynan

IN ATTENDANCE: D. Hodgins, VP, Finance & Support Services, K. Kelly, Marketing & Communications Specialist, M. Hallam, Executive Director, PSFDH Foundation, ~~D. Quinn, President, GWM Auxiliary~~, G. Laws, ED, Lanark County Mental Health, H. Bedor, ED, Lanark County Support Services, R. Marcotte, C. Rustan, Recording Secretary

---

**1. Call to Order – G. Church**

G. Church, Chair, called the meeting to order at 7:31 a.m.

**2. Chair's Remarks – G. Church**

G. Church welcomed everyone to the meeting.

**3. Patient & Family Centred Care – K. Weekes**

K. Weekes shared a patient story with the board related to primary care concerns. Discussion ensued in regards to potentially opening an Urgent Care Centre. The purpose of the urgent care centre would be to take on the CTAS 4's and 5's from the Emergency Departments, which would help alleviate the ED wait. As well, should the ED have to close again the centre would help off-site the pressures that would be placed on our Emergency Department that would remain open.

M. Cohen noted that there may be opportunities to explore this idea, however the main concern remains with how the centre would be staffed as staffing shortages continue. It is unclear if any rural hospitals are offering an Urgent Care Centre on-site.

**4. Declaration of Conflict of Interest – G. Church**

Members were asked to declare a conflict at any point during the meeting.

**5. Approval of Agendas – G. Church**

**5.1 Regular Meeting Agenda  
Regular Meeting**

*RESOLUTION No. 99/22*

*MOVED by B. Hirst  
SECONDED by A. Thomlinson*

*THAT the regular meeting agenda was approved as presented.*

*CARRIED.*

## 5.2 Consent Agenda

*RESOLUTION No. 100/22*

*MOVED by A. Thomlinson*

*SECONDED by B. Hirst*

*THAT the consent meeting agenda was approved as presented.*

*CARRIED.*

### i) **PSFDH Board of Directors Minutes – June 28<sup>th</sup>, 2022**

G. Church noted that a few minor changes need to be amended in the minutes.

G. Church asked that Board members send their changes to C. Rustan to make the necessary changes.

### ii) **PSFDH Board of Directors Minutes – July 5<sup>th</sup>, 2022**

G. Church stated that there were some minor changes to the minutes.

G. Church asked that Board members send their changes to C. Rustan to make the necessary changes.

### iii) **PSFDH Board of Directors – Meeting Dates 2022/2023**

The meeting schedule for 2022/2023 was included in the Board package.

### iv) **PSFDH Board of Directors – Committee Memberships**

The committee membership list was included in the Board package.

## 6. **Foundation & Auxiliaries**

### a. **PSFDH Foundation – M. Hallam**

M. Hallam provided the following updates and highlights:

- The CP Rail **Golf Tournament and** Campaign raised \$510,000 – The Community raised \$260,000 and CP Rail donated \$250,000
- The Golf for Heart Tournament raised a significant amount of money and it provided the Foundation with some great communication resources and networking connections
- The golf tournament raised \$107,000 and the foundation is working organizing another golf tournament for next June.
- The total amount raised from the Smile Cookie campaign will be tallied tonight, as of late it was reported that the campaign raised close to \$25,000
- The Railway Museum of Eastern Ontario family and community event was a huge success and it was well attended
- The Foundation has coordinated a community skating event on November 20<sup>th</sup> at the Smiths Falls arena and December 3rd in the Perth arena
- To date the 50/50 draws have raised \$71,000 and the foundation has netted a total of \$43,000. The 50/50 fundraiser will continue into the new year and each month we will highlight a piece of equipment. There will be three draws in the month of December
- The Foundation has raised just shy of \$900,000 since April 1, 2022
- The Lake 88 Radiothon is scheduled for October 13<sup>th</sup> from 6am – 6pm. The goal is to raise \$96,000 for new hospital beds and mattresses.

## 7. **Education – M. Cohen/D. Hodgins**

### 7.1 **ED Closure Review – M. Cohen/R. Marcotte**

R. Marcotte, provided a PowerPoint presentation in regards to Human Resources that contributed to the ED closure and provided recommendations on how to try and avoid these situations. resources.

The PowerPoint presentation will be uploaded to the Board Portal after the meeting.

*RESOLUTION NO. 101/22*

*MOVED by J. Hewitt  
SECONDED by E. McPherson*

*THAT* the Board request CEO, M. Cohen to bring back a report to the next Board of Directors meeting in regards to the opportunities available to develop an Urgent Care Centre operated by the hospital or not, and that the report consider recent provincial government legislation concerning such as independent health facilities.

*CARRIED.*

**8. Action Items**

**8.1 Leadership Report – M. Cohen**

M. Cohen shared that a Human Resources issue was raised last week which has resulted in the temporary closure of the Obstetrical Department. M. Cohen reported that our Human Resources issues is not isolated to OB but it is across the hospital. PSFDH has implemented some of the recommendations that R. Marcotte identified in his presentation. Recruitment continues for nursing staff, however, PSFDH will continue to utilize agency nursing for the coming months.

M. Cohen has had financial discussions with Ontario Health East and he anticipates that Ontario Health will provide an action plan on many of the issues that were addressed. M. Cohen updated MPP

J. Jordan and MPP S. Clark on what our hospital may need in terms of their support.

PSFDH notified the board that there is a recognition lunch taking place today (GWM) and tomorrow (SF) for all Physicians and Staff. Smokebox Catering will be on site to provide some gourmet food.

Discussion ensued regarding beds and surgical cancellations as a result of high ALC numbers. The ALC rate is at an all time high provincially. M. Cohen met with A. Greenberg and C. Martineau, CEO of Home and Community Care to consider options to get patients moving, however, Home and Community Care also has their own set of challenges-PSFDH continues to try and come up with a solution with Home and Community Care and Ontario health.

Discussion ensued regarding the possibility of creating another space to house beds, similar to QCH and the hotel, however M. Cohen advised that staffing for the possible space remains an issue.

D. Hodgins did share that a submission was made to secure additional funding around supporting ALCs and discharges. PSFDH wants to be able to support the patient flow coordinators with the right tools and resources to be able to do their job effectively.

K. Clupp inquired if the province has been informed about how the cancellations are impacting our QBPs and asked if PSFDH be compensated for something out of their control. M. Cohen has notified the province of our predicted financial position and the amount of our deficit which is due to surgeries being deferred or cancelled.

*RESOLUTION No. 102/22*

*MOVED by K. Fair  
SECONDED by W. Hollis*

*THAT* the PSFDH Board of Directors accepts the Leadership Report as presented.

*CARRIED.*

## 8.2 Chief of Staff Report – Dr. T. Morell

Happy to report that three new staff have started working here

- Dr. Coyle is our new orthopedic surgeon who has been completing spinal surgeries and assisting in with our trauma surgeries.
- Dr. Stephanie Luco has joined our internal medicine team. Dr. Luco has shown interest in opening up a peri-operative clinic, which would mean that PSFDH can provide patient care for higher acuity patients in our ORs, as the per-operative clinic would allow for the most appropriate care post-operatively.
- Dr. Tom Howard has recently joined the Radiology team. Dr. Howard just completed a body imaging fellowship at St. Mike's in Toronto, which will benefit PSFDH once the MRI is up and running for an interpretation of films there. As well, PSFDH is hoping to expand the use of our CT scanner for some of the imaging modalities, which we currently ship patients off site for.

Dr. Morell discussed the ongoing staffing shortages, pressure points and burn outs in both the Physician and Nursing groups. The surgical teams have been working tremendously hard to stay on top of QBPs, given the lack of beds and cancellations.

*RESOLUTION No.103/22*

MOVED by K. Clupp

SECONDED by M. Quigg

*THAT* the PSFDH Board of Directors accepts the Chief of Staff Report as presented.

CARRIED.

## 8.3 Medical Staff Association

Dr. Roberts shared that the medical staff team met a week ago and there were new members in attendance. The committee discussed the following topics:

- ALC and Nursing shortages – Dr. Roberts stated that last week we were essentially a 40-bed acute hospital. Due to housing mostly acute patients, the hospital can not function and therefore surgeries were cancelled.
- Nursing Shortages – The nurses burnout continues.
- Pressures on our facility – Dr. Roberts explained the issues in regards to not being able to move ALC patients from our facility. Nursing homes and Home and Community Care are also in the same situations in regards to staffing and this also effects our patients because we can't discharge patients knowing they won't receive proper care outside the hospital. This is also a contributing factor to our ED wait time as patients often end up coming back to our ED department for their follow-up care.

Dr. Hollis about our readmission rates and if they have been trending upwards over the last three years? Dr. Roberts stated that the issue is not really the readmissions, it is more so stemming from not being able to move patients out of the hospital. Dr. Roberts would expect that the readmission rate has increased due to not having any supports in the community at this time. M. Cohen expressed his concerns as hospitals are now the back stop for the health care system.

D. Thomson inquired about incorporating antibiotic administration into an Urgent Care Centre. M. Cohen will take this into consideration, but again the main concern is how that Urgent Care Centre will be staffed.

Dr. Kuchinad inquired about adding a communication piece to the PSFDH website or out in the community on how bad the situation is at the hospital. Ideally outlining alternate options such as retirement homes, PSWs, having patients consider a LTC home outside their region and noting that there are charges for ALC patients who remain in hospital waiting for a LTC bed. M. Cohen

and K. Kelly will look at creating a communication piece in regards to the current struggles at the hospital.

Discussion ensued regarding the new nursing home that is being built in Perth. E. McPherson suggested putting pressure on our local MPPs and/or the government to perhaps add additional beds to the new build. M. Cohen will follow-up in regards to the new build, but it is likely that all the permits and plans have been approved. Again, staffing will be the next challenge even if the beds were approved.

- M. Cohen will follow-up in regards to the Perth build.
- K. Clupp noted that it may be worth while to discuss the hospital's struggles on the radio to inform the community.

#### **8.4 Finance Committee Items – J. Hewitt**

Nothing for resolution at this time. The various financial reports will be reviewed later in the meeting.

### **9. Sponsored Organizations**

#### **9.1 LCMH – Board Report**

G. Laws report was added to the portal and the following highlights were noted:

- LCMH referrals have escalated significantly and half of the calls are coming from the Mobile Crisis Response Team (MCRT) program.
- Discussion ensued regarding the amount of calls that the MCRT program is receiving. MCRT is able to support roughly five calls a day and the program has been receiving up to 20 calls a day which may not be sustainable.
- G. Laws informed the committee that the proposal around community withdrawal management did receive a good response from Addictions and Mental Health.
- LCMH has a full complement of staff.
- LCMH has a detailed operational priority list which responds to the different aspects in navigating the map to recovery.
- G. Laws noted that there are over 1000 patients on a wait list and referrals pour in on a regular basis. Two weeks ago LCMH started using a waitlist and access coordinator. All immediate response programs/crisis interventions are not added to the waitlist they are managed immediately. Lanark, Leeds and Grenville manages majority of the addiction referrals.
- G. Laws had a meeting with the Director of Ontario East yesterday and there are concerns about the number of patients and the lack of resources.
- The police and EMS have been extremely helpful resources to the LCMH program.
- G. Laws shared that there are some virtual options available for some patients.

Discussion ensued regarding Dr. Kuchinad's recent experience with having to call the crisis line. Dr. Kuchinad called the helpline which did not connect. G. Laws will look at the referral that Dr. Kuchinad sent in this morning and G. Laws will investigate the issue regarding the crisis line not connecting.

#### **9.2 LCSS – Board Report**

The LCSS report was uploaded to the portal prior to the meeting.

- H. Bedor discussed the recent change in terms of restrictions for day services
- Community and Social Services has provided the ability to enhance and expand LCSS services in regards to how we support individuals in congregate care
- LCSS has been providing supports, specifically in the area of employment service as LCSS has been utilizing some of the Government Programs
- LCSS has been facing their own recruiting challenges but has managed to hire some employees.

### **10. New Business**

#### **a) Annual Director Declaration and consent**

G. Church encouraged staff to fill out the Annual Director Declaration and consent form and to submit it to C. Rustan.

## **11. Business Arising from Minutes**

### **11.1 Strategic Plan – M. Cohen**

M. Cohen discussed the draft strategic plan. PSFDH worked with consultants to revamp our mission, vision, and values and developed four strategic pillars to correspond with our current profile that speaks to the things that we need to be mindful of. The strategy consist of four pillars: respect and dignity, inclusion and diversity, stewardship and accountability and collaboration/ partnership.

Any feedback from the Board of Directors is encouraged, the document will then go to management and our new VP of Patient Care Services for review. In the end this document will be reviewed by many key stakeholder groups including physicians, staff, PFAC and community partners. G. Church suggested that members review the draft strategic operational plan and forward any suggestions to M. Cohen offline.

Discussion ensued regarding the addition of the Rideau Tay Community and whether or not that is the correct term, as well as Lanark Highlands. M. Hallam will review the document and respond to K. Kelly to ensure that the hospital and foundation compliment one another.

## **12. Board Committee Reports**

### **12.1 Board Quality Committee – September 15, 2022 – L. Drynan**

#### **12.1.1 Committee Report**

The Board Quality Report was included in the package.

### **12.2 Liaison Committee – September 26<sup>th</sup>, 2022 – A. Thomlinson**

#### **12.2.1 Committee Report**

The Liaison Committee Report was included in the package but it was deferred as A. Thomlinson excused herself from the meeting at 8:58am.

#### **12.2.2 PSFDH Speaking Notes**

Deferred

### **12.3 Finance Committee –K. Clupp**

#### **12.3.1 Committee Report**

The Committee Report to the Board was included in the package.

Total capital equipment budget is 13.3M and approximately 45% have been installed, received or ordered. Majority of our deficit is in relation to CoVID-19 related costs and QBPs.

The draft terms of reference for the audit and finance amalgamation was endorsed with a minor change which was to refer the appointments to the board of directors. The capital planning budget cycle has started the hospital has retained a benchmarking firm to review us. As a result, there will be reports brought forward to an upcoming meeting.

The Finance committee agreed to only have major 3SO financial and securement updates reported at the Finance committee. An education session will be provided next quarter.

#### **12.3.2 Financial Statements – Notes D. Hodgins**

The report and financial statements were included for information.

The main area of focus is compensation in terms of overtime and the use of agency nursing.

As well, not completing QBPs due to not having beds is another large issue.

CoVID-19 related costs in terms of PCR testing, screening, swabbing and etc...are all a huge driver and the funding is still unclear.

D. Hodgins addressed the five point plan that the province has created and PSFDH is exploring all of those avenues.

D. Hodgins informed the committee that the hospital has made great progress with regards to the 22/23 capital projects and the 2023/2024 capital planning project is underway.

**12.3.3 Financial Statements**

The financial statements were included in the package.

The assessment of the Perth and Smiths Falls site will be done shortly.

That capital assessment is taking a current assessment of all sites owned by PSFDH for future planning purposes as well.

**13. Closed Session**

*RESOLUTION No. 104/22*

MOVED by M. Quigg

SECONDED by M. B. Hirst

*THAT* the PSFDH Board of Directors moved to a closed session at 9:29am.

CARRIED.

*RESOLUTION No. 108/22*

MOVED by K. Fair

SECONDED by M. Quigg

*THAT* the PSFDH Board of Directors moved out of the closed session at 9:32 a.m.

CARRIED.

Note: Resolution 107/22 was moved and approved during closed session.

Closed Session Resolutions:

**Chief of Staff Report**

**Professional Staff Appointments/Reappointments**

*RESOLUTION No. 107/22*

MOVED by Dr. Morell

SECONDED by Dr. Hollis

*THAT the PSFDH Board of Directors accepts the privileges that were discussed in closed session.*

CARRIED.

**14. Standing Items**

Nil.

**15. Information Items – items provided for information.**

**15.1 OHA Health System News Update**

The link was embedded in the board package.

**15.2 OHA Member Report 2022**

G. Church encourage members to look at the OHA member report.

**16. Next Meeting Date**

Tuesday, October 25<sup>th</sup>, 2022, via videoconference at 7:30 a.m.

17. Closed Session No.2

18. **Adjournment**


*RESOLUTION No. 109/22*

*MOVED by M. Quigg*

*SECONDED by S. Pankow*

*THAT the September 27, 2022 Perth and Smiths Falls District Hospital Board of Directors' meeting adjourned at 9:37 a.m.*

**CARRIED.**

  
\_\_\_\_\_  
G. Church, Chair  
\_\_\_\_\_  
M. Cohen, Secretary